



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF G-1
300 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAPE-MPE-DR

21 APR 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: HQDA Active Component Manning Guidance for Fiscal Year 2005 and Beyond

1. Purpose: To provide specific manning guidance for active component Soldiers (officer and enlisted) for fiscal year 2005 and beyond.
2. Scope. Winning the Global War on Terrorism (GWOT) and Army transformation remain the Army's top priorities. The entire Army is actively engaged in transformation efforts while simultaneously supporting the GWOT missions either directly or indirectly. All manning initiatives, priorities and actions are designed to support these two critical operations. The intent of this memorandum is to provide clear and definitive guidance on how the Army will be manned to achieve and maintain increased levels of readiness, combat effectiveness, deployability and stability in support of the Army's priorities, synchronizing the personnel system to the Army battle rhythm. Units will be manned according to their HQDA authorizations and other directed guidance. The Army will distribute Soldiers using two distinct but consistent manning strategies – one for officers and one for enlisted. Officers will be distributed according to three manning priorities. Enlisted Soldiers will be distributed using a phased readiness methodology.
3. References.
 - a. CSA Message, Subject: Manning the Force Update, 16 May 2001
 - b. Army Regulation 220-1, Unit Status Reporting, 10 June 2003
 - c. CSA Message, Subject: Arrival, 1 August 2003
 - d. Army Strategic Planning Guidance 2006-2023
 - e. "The Way Ahead," 21 November 2003
 - f. HQDA Message, Subject: Operations Iraqi Freedom 2 (OIF2) and Enduring Freedom 5 (OEF5), Personnel Policies (Includes Stop Loss/Stop Movement Program), 21 November 2003
 - g. HQDA Message, Subject: Implement Active Army Unit Stop Loss/Stop Movement Program, 22 November 2003

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h. HQDA Message, Subject: Expand Coverage of the Current (November 2003) Active Army (AA) Stop Loss (SL) / Stop Movement (SM) Program, 6 January 2004

i. CSA Message, Unit Focused Stability, 30 January 2004

j. AR 600-XX, The New Manning System – Force Stabilization (DRAFT)

k. Memorandum, Acting Secretary of the Army, 16 September 2004, subject: Military to Civilian Conversion Guidance

l. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs), 2 August 2004, subject: Military-Civilian Conversion Decisions – Action Memorandum

m. Memorandum, Deputy Chief of Staff G-1, 18 October 2004, subject: Military to Civilian Conversion

n. Army Campaign Plan, Change 1, 27 October 2004

4. Responsibilities.

a. The Office of the Deputy Chief of Staff, G-1, Directorate of Military Personnel Management (DAPE-MP), is responsible for formulating, coordinating, publishing, and oversight for the active Army Manning Guidance.

b. The Office of the Deputy Chief of Staff, G-3 (DAMO-OD), is responsible for identification of deploying force requirements and synchronization of Brigade Combat Teams (BCTs) designated for the life cycle management of Unit Focused Stability (UFS).

c. The Commander, US Army Human Resources Command (HRC), is responsible for implementing this manning guidance. The priorities for assignments remain Army requirements, professional development requirements and Soldier preferences, in that order.

(1) In support of Army Transformation, HRC will continue to increase the use of, and further leverage, web-based technology to provide Soldiers with increased opportunity to input their assignment and professional development preferences and influence those decisions.

(2) In response to the increasing demands relating to Soldier accountability, HRC will continue to develop, in conjunction with DCS, G-1 Office of Personnel Transformation (DAPE-PT), improved Soldier accountability systems for all Soldiers serving on active duty, of all components. The overall intent is to provide an effective common operating picture for requirements and assignments between HRC and the MACOMs.

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(3) HRC will distribute to both Continental United States (CONUS) and Outside Continental United States (OCONUS) maneuver Brigade Combat Teams (BCT) and Unit of Action (UA) level Major Combat Reporting Units (MCRU) upon modular conversion.

(4) HRC may reassign non-deployable Soldiers (IAW AR 220-1), who cannot be utilized on the installation, to other valid requirements.

(5) Assign Soldiers in a manner consistent with priorities outlined in this guidance.

d. MACOM/Unit Commanders/Installation Commanders are responsible to:

(1) Implement and adhere to the Army Manning Guidance outlined in this document.

(2) Identify deploying support elements by Unit Identification Code (UIC) level to HRC in sufficient time to ensure they are appropriately manned, to include non-MCRU scheduled to deploy in support of contingency operations. The goal is to identify these elements, by UIC, NLT 10-12 months prior to the training start date established by the DCS, G-3. MACOMs may supplement this guidance, as appropriate, to subordinate unit and activities.

(3) Ensure no more than 2 percent of Soldiers are assigned to home station in rear detachments. Soldiers exceeding 2 percent in rear detachments will be reassignment eligible.

(4) Installations with deployed units will assign non-deployable Soldiers IAW AR 220-1 to duties commensurate with their duty limitations to minimize the number of deployable Soldiers performing rear detachment/garrison duties. Non-deployable Soldiers for whom there is no such assignment available on the installation may be reassignment eligible.

(5) Ensure Soldiers arriving at their installations/theaters are assigned to the organization designated by HRC and IAW the pinpoint assignment information and special instructions on each Soldier's Orders. Any deviation must be coordinated with HRC.

5. Priorities.

a. Officer Manning Priorities. Active component Army units and positions are identified as Manning Priority 1 (MP1), Manning Priority 2 (MP2), or Manning Priority 3 (MP3). Reference Annex A.

(1) Manning Priority 1 units will be manned between 98 and 100 percent of authorizations in the aggregate with a goal of 90 percent skill-grade match with authorizations.

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(2) Manning Priority 2 units will be manned at the 95 percent fill level in the aggregate.

(3) Manning Priority 3 units will be manned at the 85 percent fill in the aggregate with the exception of AC/RC.

b. Enlisted Manning Priorities. Active component Army units are identified as Manning Priority 1 (MP1), and Manning Priority 2 (MP2). Units will receive Enlisted Soldiers through a phased readiness methodology. Reference Annex B.

(1) Manning Priority 1 units (Deployed & Deploying Forces) will be initially manned to 105 percent in the aggregate, unit strength will be maintained no lower than 98 percent in the aggregate. Manning Priority 1 units not Deployed or Deploying will be manned at 100 percent in the aggregate.

(2) Manning Priority 2 units will be Fair Share distribution of the residual personnel after the fill of Manning Priority 1 (MP1) units to their established fill percentages. Redeploying units without established lifecycle will transition to a personnel regeneration phase. During the personnel regeneration phase, the goal is to man these units at 75 percent in the aggregate, but units may sustain a lower level of fill (as low as 50-60 percent) until the next ramp-up period.

6. Personnel Supplemental Fill (Passback). Passback is the system of requesting personnel to fill shortages between the various commands and Army components in support of specific operational mission. All supplemental personnel requests (passbacks), are outside the normal programmed replacement flow.

7. Manning. Current operational requirements have increased the use of Temporary Change of Station (TCS) orders. Soldiers (Officer and Enlisted) who are on TCS orders continue to be counted against the aggregate strengths of the units to which they are permanently assigned.

8. Annexes. The attached annexes provide the specifics pertaining to the manning guidance and its priorities. The enclosed annexes address Officer, Enlisted, and other critical manning initiatives and programs.


9. Exceptions. Requests for exception to this guidance should be addressed to Headquarters Department of the Army, Deputy Chief of Staff, G-1, ATTN: DAPE-MPE-DR, 300 Army Pentagon, Washington, D.C., 20310-3000.

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10. This guidance is effective upon signature. Changes and supplements to this guidance will be published as required.

Encls
Annex A
Annex B
Annex C


SEAN J. BYRNE
Brigadier General, GS
Director of Military
Personnel Management

DISTRIBUTION:

COMBATANT COMMANDERS:

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US PACIFIC COMMAND
US JOINT FORCES COMMAND
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UNITED STATES FORCES COMMAND
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UNITED STATES ARMY INSTALLATION MANAGEMENT AGENCY
US ARMY MATERIEL COMMAND
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US ARMY NETWORK ENTERPRISE TECHNOLOGY COMMAND
US ARMY INTELLIGENCE AND SECURITY COMMAND
US ARMY MEDICAL COMMAND
US MILITARY ENTRANCE PROCESSING COMMAND
SUPERINTENDENT, UNITED STATES MILITARY ACADEMY
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US ARMY CADET COMMAND

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US ARMY RECRUITING COMMAND
US ARMY CRIMINAL INVESTIGATION COMMAND
US ARMY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND
US ARMY TEST AND EVALUATIONS COMMAND
US ARMY MILITARY DISTRICT OF WASHINGTON
US ARMY CORPS OF ENGINEERS
US ARMY HUMAN RESOURCES COMMAND
1ST PERSONNEL COMMAND
8TH PERSONNEL COMMAND

HQDA:

OASA (M&RA)	DAJA-ZX	DAEN-ZX
DACS-DM	DAMO-ODR	DACH-ZX
DAPE-PR	DAMO-FDO	DAMO-FD
DAPE-PT	DAPE-MP	DALO-ZX
DAMO-FDF	DAMO-ZX	DASG-ZX

ANNEX A: Officer Manning Guidance:

The following outlines specific officer manning guidance including manning priority of units and positions, fill levels, skill-grade match, and stabilization of units. The priority is to support combatant commanders first, then grow and educate our leaders.

1. Officer Manning Priorities. Active component Army units and positions are identified as Manning Priority 1 (MP1), Manning Priority 2 (MP2) or Manning Priority 3 (MP3).

a. Manning Priority 1. The units and positions identified at Enclosure 1 will be manned between 98 and 100 percent of authorizations in the aggregate as identified in the most current Personnel Management Authorization Document (PMAD) or Updated Authorization Document (UAD) with a goal of 90 percent skill-grade match with authorizations. Actual unit fill may vary depending upon the status of the unit (i.e., resetting, deploying, or deployed), and Soldier assignment availability. When required, deploying MTO&E units will receive additional fill above authorizations in order to deploy at 100 percent available strength, as defined in AR 220-1, Unit Status Reporting (USR). The goal is to assign officers to fill deploying BCTs/UAs to 90 percent by skill and grade and up to 105 percent in the aggregate.

b. Manning Priority 2. The units identified as MP2 units at Enclosure 1, are expected to be manned at the 95 percent fill level in the aggregate. The most recent PMAD or UAD is the baseline for the fill percentages.

c. Manning Priority 3. Manning Priority 3 units are identified at Enclosure 1. These units are expected to be manned at the 85 percent fill level in the aggregate with the exception of AC/RC. The most recent PMAD or UAD is the baseline for the fill percentages.

d. Headquarters Manning. The manning goal for the headquarters will be the same as their unit's respective manning priorities in Enclosure 1. Commands electing to fill the headquarters beyond that will do so internally.

2. Officer Fill Levels. Fill levels are derived by the number of Soldiers assigned to a unit expressed as a percentage of the number of Soldiers authorized in the unit. Fill levels are based upon an authorized Army end strength. Designated fill levels are linked to operational commitments and take into consideration the Army's authorized end strength in order to man the force. The Army is currently experiencing shortages of specific grades and skill sets at both the commissioned officer and warrant officer ranks. Specifically at the rank of MAJ, we are currently filling less than 90 percent of the authorized positions in the aggregate across the Army. With respect to officer functional areas, each of the functional areas have an aggregate fill level across the Army which is less than 75 percent: 24; 30; 46; 53; 57; 59. In the warrant officer ranks, we are currently filling the following skill sets at less than 75 percent: 131A; 140A; 153A; 155A; 254; 255Z; 350B; 350U; 351B; 351E; 882A. HRC will assign these critical skills and ranks to best support the operational requirements of the Army.

a. Deploying units:

(1) Deploying MCRUs (includes BCTs, SBCTs, and UAs) and non-MCRU elements (U.S. Army Special Operations Command (USASOC)) will receive officer replacements to ensure officers are available for the unit's training in preparation for deployment in order for units to be trained, stabilized, and deployed together at 100 percent available strength in the aggregate.

(2) Deploying Echelon above Division (EAD), Echelon above Corps (EAC), or separate units and task force organizations supporting an MCRU will receive officer replacement not later than six months before the unit's scheduled deployment in order for units to be trained, stabilized, and deployed together. The minimum manning goal for these units is 95 percent available deployable strength in the aggregate.

(3) Deputy Commander (DCO) in BCT – Currently we are not assigning DCOs for deploying brigades.

b. Deployed units: Deployed MCRUs (to include BCTs, SBCT, and UAs) will be manned so that normal attrition throughout the period of deployment will not reduce the level of fill below 96 percent. This fill level anticipates 5 to 6 percent annual unprogrammed losses for deployed units. Deployed units are under Stop Loss/Stop Move and HRC will not initiate action to move officers out of these units during this time. Periodic replacements will be provided to offset unprogrammed losses during a unit's deployment.

c. Redeploying units: Reassignments will be deferred at least 90 days after unit redeployment to home station, unless waived by the chain of command. Redeploying units will be manned to no lower than 96 percent after return from deployment for 90 days. Redeploying units without an established life cycle will transition to a re-man phase. During the re-man phase, units will be manned at no lower than 86 percent of authorized strength in the aggregate, to maintain combat capabilities while conducting required reassignments (i.e., for those Soldiers in a "must move" status; ETS, reenlistment, special assignment). The manning percentage during the reset phase will vary, based on infrastructure and modernization considerations. Redeploying units identified by the DCS, G-3 for strategic reserve missions or other critical missions will be manned at 100 percent of authorizations in the aggregate. Redeploying EAD/EAC units will also have a re-man period, managed at installation level.

d. Unit Focused Stability Units (UFS). During FY 05, lifecycle management of BCTs/UAs units under Force Stabilization will be Manning Priority 1 units and filled to 98 – 100 percent of authorizations in the aggregate with a goal of 90 percent by skill-grade.

3. Phased Readiness. Each MCRU may experience modular transformation, initiation to UFS, and operational deployment during their ready phase. The following matrix describes the different phases a unit may undergo along with the manning fill requirements during each phase depending on its operational timeline. The matrix below describes the duration of each phase, the minimal manning level to be achieved during each phase and its applicability to IRS or UFS.

Phase	Definition	Duration	Manning Guidance	UFS	IRS
Reset	Transition between unit life cycles	60 days	86%+	√	
Train	Unit pre-certification training period	180 days	100%+	√	
Ready-UFS	Unit available for deployment; personnel stability	28 months	96%+	√	
Deploy	Deployed unit (LAD-)	TBD (1 year ±)	96-105%	√	
Pre-Stab	Unit in pre-deployment stop-loss	90 days	100-105%		√
Post-Stab	Unit in post-deployment stop-loss	90 days	96-105%		√
Reman	High personnel turbulence following deployment	60 days	86%+		√
Ready-IRR	Unit available for deployment; low turbulence	Indefinite	90%+		√
Transform	Reorganize to modular MTOE	90 days	EDATE: 70%+ E+90: 90%+		√
Transform & Initiate	Reorganize to modular MTOE and simultaneously initiate UFS	90 days	EDATE: 70%+ E+90: 100%		√
Initiate	Move from IRR to UFS	60 days	86%+		√
Activate	Activate new unit before EDATE	180 days	E-120: 0% EDATE: 70%+	√	

4. Specified Soldier Distribution Guidance for Officers. Officer distribution is synchronized with operations. The Dynamic Distribution System (DDS) accounts for authorizations, priorities, and available officer inventory. The emphasis of distribution planning is on meeting priorities rather than managing shortages. DDS identifies unit skill-grade shortages and overages of officers, and validates officer requirements to man units to meet the manning guidance. The result is a distribution plan, which identifies particular officer combinations within organizations in excess of manning guidance (donors), and validates officer requirements in organizations with matching skill-grade shortages (receivers). Assignment officers will coordinate with donor units to identify individual officers for reassignment based on a combination of criteria, of which skills and experience are most important. This system is intended to be more adaptive to ensure we can rapidly adjust to meet evolving requirements. While our intent is to stabilize the force, all officers not deployed or assigned to life cycle units are available to meet requirements; their skills and experience are the driver.

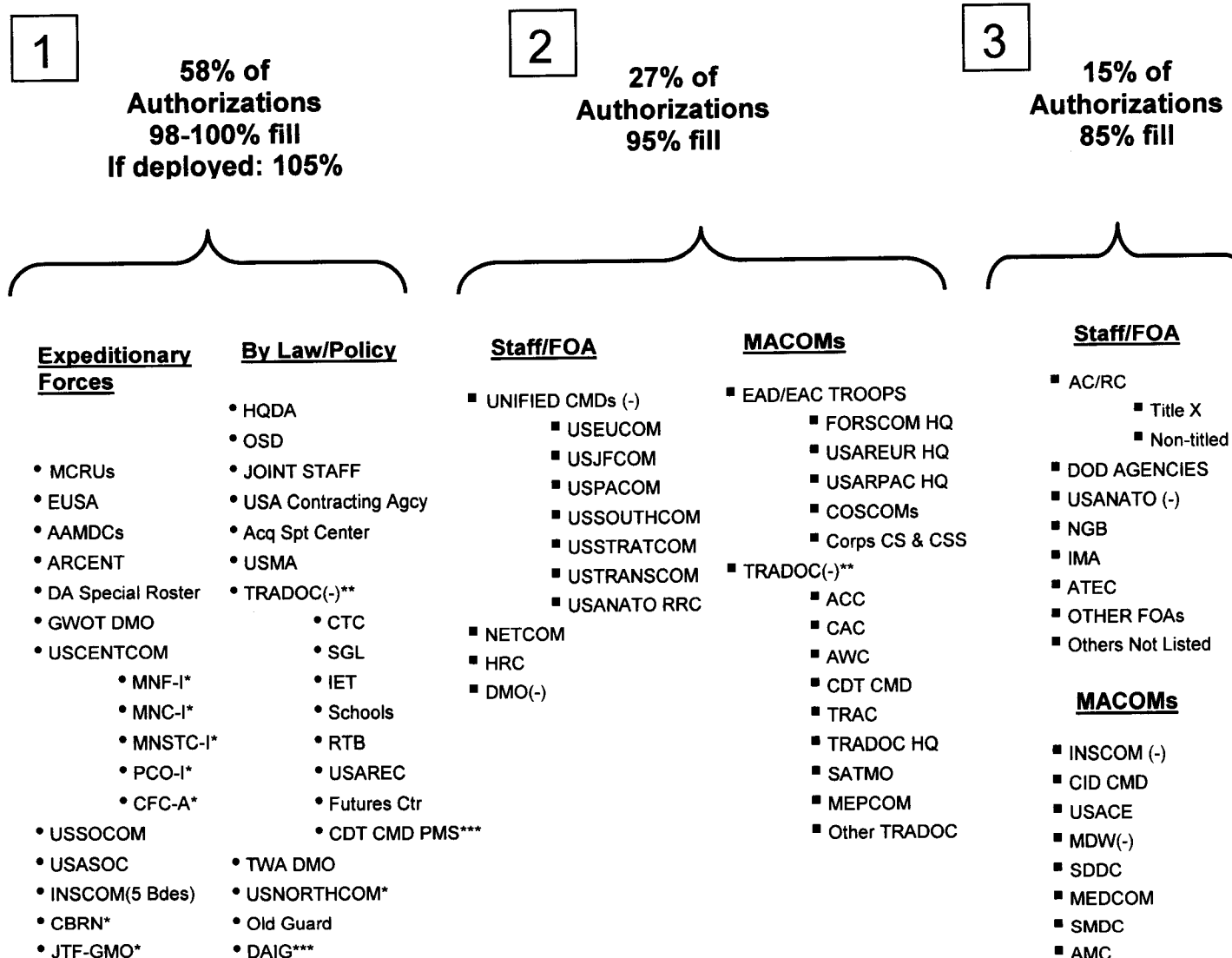
a. Readiness and stabilization will be the primary considerations for a PCS move to meet UFS requirements. Recent operational lessons learned have required revision of our traditional assignment policies. Moves will be based on Army requirements, skills, and experience. Summer moves, tour equity, and the High School Stabilization Program are no longer drivers for the assignment process, but will remain considerations. PCS moves will be reduced in line with the tenets of UFS and additional leader development initiatives. HRC's goal is to provide a Request for Orders (RFO) to the officer NLT 90 days prior to the date of assignment up to 180 days prior to assignment; we will continue to work to extend this time. On an exceptional basis, officers will have less than 90 days' notice.

b. HRC will support officer leader development opportunities to the fullest extent possible while recognizing our primary focus remains the GWOT. Policies defining leader development opportunities such as company command, officer education assignments, and joint assignments, will adapt to meet the needs of UFS, and an expeditionary Army. Central Selection List (CSL) commanders can expect to remain in command longer in support of the GWOT, UFS, and their unit's deployment timelines. Because current leader development timelines are impacted by the GWOT and UFS policies, Army leadership is reviewing regulations and selection board guidance to reflect the evolving changes to Army systems and procedures.

c. Officers will be distributed and accounted for at their promotable rank.

d. Warrant officers will continue to be assigned by grade, MOS, and assignment special qualification identifier. The grade bands for warrant officers are WO1/CW2, CW3, CW4, and CW5. The distribution goal of warrant officer distribution remains an equitable fill of warrant officers by skill across every unit while meeting the guidance as outlined earlier. The primary considerations for warrant officer moves will be Army requirements, readiness, and moves in support of UFS. Particular attention must be paid to manning issues involving Korea and other OCONUS locations.

Enclosure 1 to Annex A: Unit Designated Manning Priorities (Officer)



* New Organization since July 2000

** TRADOC Aggregate 97 percent

*** Change of Status

NOTE: Fill Levels are Total Officer Aggregate Numbers

ANNEX B: Enlisted Manning Guidance:

The following outlines specific enlisted manning guidance including manning priority of units and positions, fill levels, grade band management, and stabilization of units. Using a phased readiness methodology, we will continue to resource our fighting forces with Soldiers to fight and win our nation's conflicts. At the same time, we must set the conditions for the success of our Transformation initiatives with emphasis on Force Stabilization. Our training base must remain strong and vibrant. We want combat experienced Soldiers flowing through the Army's instructor, drill sergeant, doctrine development and training center positions.

1. Enlisted Manning Priorities. The priority of manning Army units with Enlisted Soldiers is as follows:

- a. Deployed MCRU Forces
- b. Deploying MCRU Forces
- c. Joint, Major Command Headquarters, and DMO's
- d. TRADOC
- e. Forces in Reset
- f. All Other Forces

(1) Deployed/Deploying MCRU Forces:

(a) Deployed units will be initially manned to 105 percent of authorizations in the aggregate. Periodic replacements will be provided to offset losses during a unit's deployment; however, the goal is to maintain unit strength no lower than 98 percent in the aggregate.

(b) Redeploying units will be stabilized for a minimum of 90 days from redeployment. Soldiers that receive assignment instructions will not be required to report to their new assignment until after their stabilization period. Exceptions will be limited to critical transformation assignments and actions where Soldiers volunteer to depart early with commander's approval IAW SL/SM procedures.

(2) Deploying MCRUs (to include BCTs, SBCTs, UAs) and deploying non-MCRU elements U.S. Army Special Operations Command (USASOC) will receive replacement Soldiers not later than D-3 months in order for units to be trained at 105 percent strength in the aggregate. A small percentage of Soldiers will continue to arrive after D-3 to compensate for the unit's non-available/non-deployable population. HRC will target deploying forces to 105 percent in the aggregate between D-3 months and D date. Installation managers will utilize cross-leveling and replacement flow to maximize fill of deploying EAD and EAC units with a goal of 92 percent of authorization or greater in the aggregate.

(3) Joint, Major Command Headquarters, and DMO's will be manned to 100 percent in the aggregate.

(4) TRADOC will be manned to 100 percent in the aggregate.

(5) Forces in Reset. Redeploying LM units not at the end of their established operational cycle will be manned to no lower than 96 percent of authorized in the aggregate. Redeploying units without an established lifecycle will transition to a personnel regeneration phase. During the personnel regeneration phase, the goal is to man MCRUs at 86 percent in the aggregate, but units may sustain a lower level of fill (as low as 50-60 percent) until the beginning of the next ramp-up period. At that time, units will be manned in accordance with the DCS, G-3 operational deployment schedule when the next phase of readiness is required (D-6; 100 percent of authorized in the aggregate, and D-3; 105 percent of authorized in the aggregate). Redeploying units identified by the DCS, G-3 for strategic reserve missions or other missions critical to the mission of the Army will be manned at 95-100 percent of authorizations in the aggregate. Redeploying EAD/EAC units will also have a personnel regeneration phase, but this will be managed at installation level. The goal is to man EAD/EAC units at or above 75 percent in the aggregate during reset, but units may sustain a lower level of fill (as low as 50-60 percent) until the beginning of their ramp-up period in accordance with the DCS, G-3 operational deployment schedule. At the beginning of a unit's life cycle, organizations can expect overfill of Skill Level (SL1) positions to allow for growth. The exact SL1/NCO mix at the beginning of the life cycle period will be based on operational considerations and the length of the life cycle.

(6) All other Forces not included in the above priorities will be manned commensurate with the available population at MOS and grade level.

2. Specified Soldier Distribution Guidance for Enlisted.

a. HRC will run the Enlisted Distribution Target Model (EDTM) for FY 2005 and FY 2006 in accordance with the guidelines laid out in this document. As inputs to the EDTM, HRC will use the most recent PMAD or UAD for authorizations, and the latest APAS-E for enlisted inventory projections.

b. EDTM "Targets" will be the baseline for the development and fill of enlisted requisitions and will reflect the latest distribution guidance from DCS, G-1 and DCS, G-3.

c. Fill levels are derived by the number of non-Trainees, Transients, Holdees & Students (TTHS) Soldiers assigned to a unit expressed as a percentage of the number of Soldiers authorized in the unit. Designated fill levels are linked to operational commitments and take into consideration the Army's authorized end strength in order to man the Force.

d. Headquarters Manning. The manning goal for headquarters (at all levels) is 100 percent or less. Commands/organizations electing to fill headquarters beyond 100 percent of authorizations will do so internally.

Enclosure 1 to Annex B: Unit Designated Manning Priorities (Enlisted)

1. Units Designated Manning Priority 1 (Enlisted)

<u>FILL %</u>	<u>UNITS</u>
105%	DEPLOYED FORCES
105%	DEPLOYING FORCES
100%	DMOs/TRAPs
100%	HQDA
100%	JOINT ACTIVITIES*
100%	3 rd IN REGIMENT (OLD GUARD)
100%	SPECIAL OPERATIONS COMMAND (including CS/CSS)
100%	TRADOC
100%	USMA
100%	8 th ARMY
100%	DEFENSE AGENCIES
100%	HRC

*JOINT ACTIVITIES: (to include SHAPE, CENTCOM, EUCOM, PACOM, NORTHCOM, SOUTHCOM, TRANSCOM, and MEPCOM)

2. Units Designated Manning Priority 2 (Enlisted)

a. Manning Priority 2 (MP2): All other Forces not included in the above priorities will be manned commensurate with the available population after the fill of Manning Priority 1 (MP1) units to their established fill percentages and using a phased readiness methodology.

b. Listing of MP2 Units:

UNITS
FORCES IN RESET*
FORSCOM (-)
USAREUR (-)
ACQUISITION
AMC
CORPS OF ENGINEERS
CRIMINAL INVESTIGATION
INSCOM (-)
IMA
MEDCOM (-)
MTMC
NETCOM (-)
OTHERS**
SPACECOM

*Target fill percent for units in Reset. Variable percent fill, during the reset phase, the goal is to man MCRUs at 75 percent in the aggregate, but units may sustain a lower level of fill (as low as 50-60 percent) until the beginning of the next ramp-up period.

**OTHERS: (to include US Army Reserves, Army Test and Evaluation Command, Army Contracting Agency, Army Technical Application Element, ARSTAF FOAs, Field Operating Agencies of the Secretariat, Committee for Employer Support to the Guard/Reserve, National Guard Bureau (NGB), National Guard Units (not on Active Duty), Non-Departmental AMHA, Nonspecific Assignment, US Army Forces Command - AC-RC, US Army R Command, and EUSA TDA)

ANNEX C: Assignments, Initiatives, & Distribution

This guidance outlines requirements to support the Army's priorities. Specific guidance for the officer and enlisted forces are found in annexes A and B, respectively.

1. Assignments:

a. Directed Military Overstrengths (DMO). DMOs are HQDA approved active component authorizations used for unprogrammed, high-priority, temporary manpower requirements for duration of 12 months or less. These include efforts to increase training capacity and recruiting structure. DCS, G-1, Manpower Allocations Division (DAPE-PRA), is responsible to process, coordinate, and approve DMO requests. Although they cannot be completely eliminated, we must limit DMOs and Directed Fills and eliminate those that do not directly support Army priorities.

b. Redeploying Soldiers will be stabilized for a minimum of 90 days after returning from a deployment. During this period, Soldiers may receive assignment orders with report dates outside the 90-day period. Exceptions will be limited to critical MOS, critical transformational assignments, and actions where Soldiers volunteer to depart early.

c. General officers have the authority to transfer non-CSL FG officers to other units within their command at current installation for the purpose of operational timelines and requirements as well as leader development requirements.

2. Personnel Transformation Initiatives. The following paragraphs outline the Army's new Manning System, Force Stabilization, to include its sub-elements – Individual Stabilization and Unit Focused Stability as well as leader development, modularity, and retention priorities in the new environment.

a. Force Stabilization. The Army will continue combat operations while transitioning to a unit-focused manning strategy. This unit-focused strategy is key to the Army as it transitions to an expeditionary force. The primary assumption is that Soldiers and units will continue one-year assignments/rotations to Korea, and OIF/OEF/KFOR/ONE, respectively, for the foreseeable future. The foundation of the strategy is to retain unit integrity for the maximum period possible. Force Stabilization will increase unit readiness and deployability by reducing turbulence and increasing stability so Soldiers and units can train, deploy, fight, win – and return together.

(1) Individual Stabilization: Individual Stabilization is aimed at all CONUS-based Soldiers (both officer and enlisted). Under this program, Soldiers assigned to selected installations in CONUS will serve extended tours at the same duty station. The majority of officer and enlisted Soldiers assigned to CONUS installations housing large combat formations such as brigades/regiments, divisions, support groups and corps, can expect to be assigned at the installation for extended periods. HRC will reassign Soldiers based on

the following prioritized criteria: needs of the Army, leader development, and Soldier preference.

(2) Unit Focused Stability: Stability and unit cohesion are the focus of all manning actions. Through UFS, units will be more deployable and combat ready by aligning Soldiers' assignment cycles with the operational cycles of their units. Lifecycle Manning (LM) is one of the manning methods that currently support UFS. Under LM, Soldiers will arrive, train, deploy, and fight together. Aligning the assignment process to the unit's operational cycle will dramatically increase deployability at the unit, while simultaneously minimizing the requirement to cross-level Soldiers from different units as a pre-condition for deployment. LM sets the conditions for the Army to build more deployable combat units, and acts as an enabler to become a truly expeditionary force. Combat unit readiness will increase as Soldiers and units training time together increases. Soldiers assigned under LM will serve in a unit for the duration of the unit's lifecycle of 36 months, during which time they can expect to complete at least one operational deployment/rotation.

(3) Leader development. Preparing our Soldiers to lead the future Army is critical. Leader development of the force is the most important mission after operational deployments as it develops our future leaders. While in the ready-phase of a Unit Focused Stability lifecycle unit, Soldiers will attend the appropriate level of military education at the earliest opportunity around the organization's operational requirements. HRC will continue to maximize the scheduling of Soldiers for required schools during the reset periods. Additionally, HRC will leverage web-based technology to the greatest extent possible to engage the Soldier in order to maintain unit readiness and meet leader development goals and requirements.

(4) Retention. UFS will offer a reenlistment/retention environment that allows Soldiers to achieve their goals without sacrificing go-to-war readiness. Soldiers will continue to be offered reenlistment options within the parameters of unit readiness and the unit's lifecycle.

(5) Modularity. Force Stabilization and specifically lifecycle manning will be implemented on a schedule aligned with the modularity-fielding schedule, and synchronized with unit rotations, within their respective lifecycles. Approximately three to five UAs will be activated annually over the next three years. As these units activate, and are placed on the prioritized schedule provided by the DCS, G-3, further information and requirements will be provided. All UAs will be activated with a cadre force of key personnel; additional Soldiers will be added according to a timeline based upon operational requirements IAW the DCS, G-3, prioritized schedule and as outlined in published execution orders.

b. The Active Army's continued recruiting and retention successes, and the approved end strength increase will provide additional capabilities to the Army which must be managed effectively to best support the manning priorities. Prioritized distribution of Soldiers throughout the force is required to ensure maximum readiness.

c. Stabilization Objectives:

(1) Assignments, leader development opportunities, reenlistment options, and other activities will be synchronized with the unit's reset period.

(2) Under UFS, units will deploy at a minimum of 100 percent available strength in the aggregate. UFS units can expect that all MOSs will be filled commensurate with the Army average strength of those specific MOSs.

(3) Units scheduled to undergo LM or modularizing units, if undergoing initial Lifecycle, units can expect to be filled to 70-79 percent in the aggregate by the end of its formal LM reset period, and to a minimum of 90 percent in aggregate 90 days thereafter.

(4) After unit redeployment (from operational deployments) personnel will be stabilized for 90 days. Exceptions to the 90-day period will be minimized and where possible be limited to Soldiers volunteering for schools, reassignment, or separating from active service. At the conclusion of their initial stabilization period, unit personnel will begin a formalized reset period of 60 days, during which time they will be refitted and remanned.

(5) Intent under the lifecycle manning method is that all Soldiers assigned to life cycle-manned units during the reset period will have 36 months retainability. Units undergoing lifecycle can expect an aggregate NCO level fill of between 70-80 percent with the remaining 20-30 percent of the authorized NCO population being filled using grade substitution. Units undergoing lifecycle manning should also, ICW its installation G1, be prepared to conduct maximum cross-leveling of currently assigned Soldiers from that installation with appropriate retainability/MOS match. Normally, Soldiers assigned to life cycle-manned units can expect to remain assigned to that unit for 36 months. Exceptions must be approved by HRC IAW AR 600-XX, Coordinating Draft.

(6) Combat readiness and unit cohesion in deploying forces are the primary objectives. Officer Education System (OES) / Non Commissioned Officer Education System (NCOES) and other leader development opportunities, and reenlistment options will occur only during the designated periods. The intent is to align and synchronize these activities prior to or after the unit's ready phase. HRC will schedule Soldiers for required schools during the reset periods to the maximum extent possible. However, as we transition to UFS and continue to meet operational requirements, some Soldiers may be required to attend outside of the reset period. Soldiers may be scheduled for schooling during the ready phase, as long as this schooling does not affect deployment.

(7) The intent during the reset period of a lifecycle manned unit is to bring in new Soldiers to replace Soldiers scheduled to ETS, retire, or PCS, minimize HQDA directed departures, and retain as many Soldiers already assigned to the unit as possible. However, Soldiers with recent combat/troop experience will be needed to fill other high

priority assignments. Their knowledge and experience, as lessons learned and promulgated across the Army, will significantly enhance combat operations. Post-deployment assignments will be made with a view to future operations to minimize turbulence and maximize stability and predictability. The intent is to minimize use of Stop Loss/Stop Move for all operational missions. Stabilizing and retaining Soldiers in their recently redeployed units is the optimal solution.

(8) Units who are scheduled to permanently move (restationing) from a CONUS to OCONUS installation, or units scheduled to permanently move from a OCONUS to CONUS installation will stop receiving individual replacements four months prior to new HQ's establishment date.

3. Pinpoint Distribution. HRC will distribute to both CONUS and OCONUS MCRU down to the Maneuver BCTs to include those units identified for UFS. Commanders responsible for reassignment processing and strength management activities must ensure Soldiers arriving at their installations/theaters are assigned to the organization designated by HRC, in accordance with the manning priorities outlined in this document.